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Report of the Joint Inspection Unit on the second follow-up to the management review of the Office of the United Nations High Commissioner for Human Rights

Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly the report of the Joint Inspection Unit entitled "Second follow-up to the management review of the Office of the United Nations High Commissioner for Human Rights" (JIU/REP/2009/2).

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JIU/REP/2009/2

SECOND FOLLOW-UP TO THE MANAGEMENT REVIEW OF THE OFFICE OF THE UNITED NATIONS HIGH COMMISSIONER FOR HUMAN RIGHTS

Prepared by

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Joint Inspection Unit

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United Nations

EXECUTIVE SUMMARY

Second follow-up to the management review of the Office of the United Nations High Commissioner for Human Rights JIU/REP/2009/2

The General Assembly, in its resolution 61/159, requested the Joint Inspection Unit to assist the Human Rights Council to monitor systematically the implementation of the present resolution, inter alia, by submitting to the Human Rights Council in May 2009 a follow-up comprehensive report on the implementation of the recommendations contained in the report of the Joint Inspection Unit pending their fulfilment (JIU/REP/2007/8).

Of the 10 recommendations by the Joint Inspection Unit in the initial management review of the Office of the United Nations High Commissioner of Human Rights (OHCHR), the implementation of two of them, namely recommendations 7 and 8 of the 2003 Joint Inspection Unit report (JIU/REP/2003/6) were still considered to be in progress (JIU/REP/2006/3). The report considers these two recommendations and, upon review and recognizing improvement, the Inspector notes that they are not yet fully implemented.

Be that as it may, the geographical distribution of staff issue should be monitored by the Human Rights Council and due care also be given to issues of gender balance and staff mobility as well as career development.

Recommendations for consideration by legislative bodies

Recommendation 2

The Human Rights Council should monitor, on a biennial basis, OHCHR staffing to ensure compliance with the mandates of the United Nations General Assembly.

Recommendation 3

The Human Rights Council should further encourage Member States to promote the selection and financing of candidates from developing countries in the Associate Expert Programme for OHCHR.

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ABBREVIATIONS

JIU	Joint Inspection Unit
JPO	Junior Professional Officer
NCE	National Competitive Examination
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRM	Office of Human Resources Management
WEOG	Western European and Others Group

I. INTRODUCTION

1. As part of its programme of work for 2008, the Joint Inspection Unit (JIU) conducted the second follow-up of the management review of the Office of the United Nations High Commissioner for Human Rights (OHCHR).

2. The objective of the review is the comprehensive follow-up on the recommendations contained in the 2003 JIU Report on the "Management Review of OHCHR"[1] and the 2006 JIU Report on the "Follow-up to the Management Review of OHCHR",[2] as mandated by the Human Rights Council ("the Council").

3. The General Assembly, in its resolution 61/159, requested JIU to assist the Council to monitor systematically the implementation of that resolution (referring to both contributions and geographical distribution of staff), inter alia, by submitting to the Human Rights Council a comprehensive follow-up report on the implementation of the recommendations contained in the reports previously carried out by JIU at the request of the Commission on Human Rights. These recommendations were the result of two JIU reviews of the functioning of OHCHR, concentrating on managerial issues. As a result of the work carried out in conducting those reviews, the Inspectors found that there were still some issues that deserved the attention of Member States. In discharging the mandate of the General Assembly, JIU issued a report in 2007, "Funding and Staffing of OHCHR"[3] as a progress report, and will continue to monitor such progress. The present report is the follow-up comprehensive report to the Council requested by the General Assembly resolution for May 2009.

4. While the General Assembly has received the last JIU report and the Secretary-General's note on the subject,[4] the implementation of the recommendations contained therein is in progress. Hence, this review focuses on the issues raised in the first two JIU reviews. The 2003 JIU report contained 10 recommendations in relation to the management of OHCHR. In 2006, the JIU reported that it was satisfied with the progress made on 8 of the 10 recommendations. The two recommendations that remained in question were related to the geographic distribution of staff, which also generated one related recommendation in the 2007 JIU progress report. As such, the present report will consider this issue in depth.

5. In accordance with the internal standards and guidelines of JIU and its internal working procedures, the methodology followed in preparing this report included a preliminary review, questionnaires, interviews and in-depth analysis. The Inspector also met with the High Commissioner in January 2009 to discuss, amongst others, the issues raised in this report. Factual corrections and comments from OHCHR on the draft report have been sought and taken into account in finalizing it.

6. In accordance with article 11.2 of the JIU statute and its standing practice, this report has been finalized after consultation among the Inspectors, so as to test its conclusions and recommendations against the collective wisdom of the Unit.

7. To facilitate the handling of the report and the implementation of its recommendations and the monitoring thereof, annex III contains a table indicating whether the report is submitted to the organizations concerned for action or for information. The table identifies

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[1] JIU/REP/2003/6 – A/59/65-E/2004/48.
[2] JIU/REP/2006/3 – A/61/115.
[3] JIU/REP/2007/8 – A/62/845.
[4] JIU/REP/2007/8-A/62/845, A/62/845/Add.1.

those recommendations relevant for each organization, specifying whether they require a decision by the legislative or governing body of the organization, or can be acted upon by the executive head.

8. The Inspector wishes to express his appreciation of the personal support received from the current High Commissioner and to those who assisted him in the preparation of this report, and particularly to those who participated in the interviews and so willingly shared their knowledge and expertise.

II. ANALYSIS OF RECOMMENDATIONS

Definitions and terminology

9. The following terms used in the report are defined as follows:[5]

- Equitable geographic distribution – situation when the number of nationals is as close as possible to the mid-point (ideal representation).

- Regional representation – five regions are represented: Africa, Asia, Latin America and the Caribbean, Eastern Europe, and Western Europe and Other States.

- Underrepresented countries – those Member States, the number of whose nationals employed in an organization lies below the quota minimum for that State.

- Unrepresented countries – no national of a Member State is employed.

Recommendation 7 (JIU/REP/2003/6)

The Office should compile annually a list of those countries, which are either unrepresented or underrepresented within the Office, and the Secretariat should take that list into consideration when organizing specialized competitive human rights examinations.

From JIU/REP/2006/3:

"*The Inspectors consider that this recommendation is "work in progress". It is suggested that the list of countries, which are either unrepresented or underrepresented within the Office, be updated annually and submitted to the Office of Human Resources Management (OHRM) so that it may be taken into consideration when programming future National Competitive Examinations (NCE) and used to follow progress.*" **(para. 34)**

The report also stated that the NCE has not helped to redress the geographical imbalance issue.

10. The Inspector has been informed by the OHCHR secretariat that, subsequent to the JIU recommendation, it compiles a list of those countries which are either unrepresented or underrepresented within the Office, and they do take that list into consideration when recruiting under the NCE process.

11. While the NCE recruitment may not have helped improve the situation in 2006, the Inspector notes with satisfaction that a human rights NCE was held in February 2008 and OHRM focused on inviting participation in the examination from those countries in regions deemed to require improved representation in OHCHR. Of the 49 Member States invited to participate, 41 responded with applications and a total of 236 candidates sat the examination.[6] The actual impact of this process on geographical distribution can be only determined after OHRM releases the list of successful candidates in 2009.

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[5] Definitions taken from the JIU Report "Comparison of Different Methods of Calculating Equitable Geographical Distribution within the United Nations System" (JIU/REP/96/7).

[6] Information provided by the OHCHR secretariat in February 2009.

Recommendation 8 (JIU/REP/2003/6)

The imbalance in the geographical distribution of the staff in the Office is an issue that can only be solved through a determined management action. Thus, the High Commissioner should prepare an action plan aimed at reducing the current imbalance and indicating specific targets and deadlines to be achieved.

From JIU/REP/2006/3:

"The Inspectors consider the status of this recommendation as "work in progress". The action plan is in place, as reflected in E/CN.4/2006/103. Its effects can only be evaluated in the coming years. The Inspectors would like to stress that the increase foreseen in the resources to be allocated to the Office in the near future represents an important opportunity, which should not be missed, to address the actual imbalance of the geographical distribution of staff. (para. 46)

The Inspectors believe that much more can be done; the Office should adopt a more proactive approach to identify and recruit candidates from those countries, which are unrepresented or underrepresented within the Office. The Inspectors urge the High Commissioner to ensure that action is taken without further delay. In this respect, one measure that might be considered is to use the offices of the United Nations resident coordinators, as well as local offices of United Nations and other agencies working in related fields to publicize vacancies, as well as established national rosters of candidates where feasible, as widely as possible. The Human Rights Council should request the Office to adopt all necessary measures to address the issue of the imbalance of the geographical distribution of staff, including elaboration of annual targets for improvement and annual reporting. The Human Rights Council should also systematically monitor and evaluate this issue every two years."(para. 47)

Recommendation 8 (JIU/REP/2007/8)

The General Assembly should introduce a temporary maximum level on the recruitment of new professional staff (between the P-1 and P-5 levels) to OHCHR from overrepresented regions, until such time as a geographical balance has been reached.

12. The Inspector takes note with satisfaction that OHCHR, together with OHRM, has stated that it has taken steps to redress the imbalance in geographical representation. The report of the Secretary-General provides information on the measures taken in OHCHR to improve the geographical distribution of staff in that Office, as requested by the General Assembly in its resolution 62/236.[7]

13. The Inspector also notes that, though OHCHR management initiatives to reduce the imbalance do not include specific targets or deadlines, he is nevertheless aware that measures, notwithstanding the implementation of recommendation 8 of the 2007 JIU report, are being taken to address the situation.

14. While acknowledging the ongoing progress toward implementation of the JIU recommendations, the Inspector believes that these should continue to be monitored on an annual basis.

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[7] "Measures to improve the balance in the geographical distribution of the staff in the Office of the United Nations High Commissioner for Human Rights" (A/63/204).

III. HUMAN RESOURCES MANAGEMENT

A. Composition of staff

15. OHCHR has taken further steps to increase geographic representation as can be seen in the table below which includes both regular[8] (317) and temporary[9] (143) staff in the Professional and higher categories.[10]

Table 1

	OHCHR All 31 December 2006		OHCHR All 31 December 2007		OHCHR All 31 December 2008		Percentage point differential 2006-2008
	No.	**Per cent**	**No.**	**Per cent**	**No.**	**Per cent**	
Africa	44	11.1	55	13.1	64	13.9	**+2.8**
Asia	47	11.9	53	12.6	61	13.3	**+1.4**
Latin America and Caribbean	38	9.6	50	11.9	53	11.5	**+1.9**
Eastern Europe	13	3.3	20	4.8	23	5.0	**+1.7**
Western Europe and Others	253	64.1	241	57.5	259	56.3	**-7.8**
	395	**100**	**419**	**100**	**460**	**100**	

16. From the above table, it is clear that there is some improvement in the geographical distribution of staff and while OHCHR argues[11] that the General Assembly, in paragraph 14, section IX, of its resolution 63/250, re-emphasizes that the system of geographic ranges is designed to apply to countries rather than to regions or groups, the Inspector is of the view that the Organization should continue its positive commitment to meeting the goals and obligations placed upon it by the General Assembly in "conformity with relevant legislative mandates, including those of the Human Rights Council."[12]

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[8] Includes staff that has been selected though the established recruitment process against both regular budget and extrabudgetary posts.

[9] Includes staff in the Professional category who are either holding appointments of less than one year; charged to general temporary assistance funds; or employed as technical cooperation project personnel.

[10] "Composition of the staff of the Office of the United Nations High Commissioner for Human Rights" (A/HRC/10/45), para. 14. Last column added to table.

[11] Ibid, para. 9.

[12] Resolution 62/236, para.106. See also paragraph 98 in which the General Assembly "requests the Secretary-General to implement urgent measures to improve the balance in the geographical distribution in the Office of the United Nations High Commissioner for Human Rights, including through recruitment for newly established posts".

Gender balance

17. OHCHR confirms that it continues to pay "special attention to the issue of gender balance" as can be seen from the table below where as at 31 December 2008, women represented 50.5 per cent of regular OHCHR staff and 50.3 per cent of temporary OHCHR staff at the Professional level, equivalent to an overall percentage of 50.4 per cent.[13]

Table 2

Total staff		USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		P-1	
All	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
460	232	0	1	0	1	2	0	7	2	40	17	63	64	88	102	28	44	0	1

18. The above table shows an imbalance, in both senses, at the D1, P5 and the P2/3 levels and thus the Inspector stresses the importance, and expects that the High Commissioner will give special attention and adopt the required measures, to address this issue, while ensuring "that the highest standards of efficiency, competence, and integrity shall be the paramount consideration in the employment of staff, with due regard to the principle of equitable geographical distribution, in accordance with Article 101 of the Charter."[14]

B. Geographical distribution of staff

19. In considering table 1 and those in the annexes, the Inspector realized that the issue of geographic distribution of Professional staff does not warrant the attention it receives. It appears that a false perception may exist, as the reported OHCHR staff (460) is supplemented by Associate Experts (Junior Professional Officers - JPOs), General Service staff and interns, who are not subject to the provisions of geographic distribution. Moreover, as OHCHR is based in Geneva, Switzerland, the majority of the latter are from the neighbouring areas. Indeed, the composition of OHCHR staff, as a Department of the Secretariat, is essentially the same as for the Secretariat as a whole.

20. OHCHR confirms that during 2008, 38 JPOs served the Office. Of these, only two were from developing countries, although funded by Western European and Others Group (WEOG) Member States. This is a *de facto* situation since it is almost exclusively developed country Member States that contribute to the Associate Expert Programme. One result of the programme, and quite probably a goal, is that it creates better employment opportunities for former JPOs, whose previous experience in the Organization is a recognized asset for recruitment, albeit still subject to the established procedures and regulations. This trend may continue if corrective measures are not taken.

21. The Inspector stresses that the JIU is supportive of the Associate Expert Programme and he is convinced that it remains relevant and worth continuing/ enhancing. The JIU has recommended that the Economic and Social Council should encourage the elaboration of a set of proposals to increase funding possibilities for candidates from developing countries to participate in this programme.[15] Nevertheless, the Inspector is of the opinion that further steps

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[13] Ibid., para. 21.
[14] Resolution 60/1, para. 161 (c).
[15] See recommendation 3 of the report on "Junior Professional Officer/Associate Expert/Associate Professional Officer Programmes in United Nations System Organizations" (JIU/REP/2008/2).

should be taken by OHCHR management with donor/participating Member States in the Associate Expert Programme, to encourage them to include a significant percentage of their respective programme budget, to support the participation of qualified JPOs coming from unrepresented or underrepresented countries, especially from developing countries.

22. The Inspector also met with the OHCHR staff representatives on this issue. The latter confirmed that while they welcome and recognize the fact that OHCHR management is moving towards a better geographical distribution when it comes to recruitment, they are concerned that it could be used as a reason for non-selection to positions of staff already working within the Organization, thus affecting their mobility and career development (promotion) prospects. The Inspector seriously took note of their concerns, and in raising this issue with OHCHR management, he was assured that it is not the case.

23. To this end, the Inspector was given a copy of a February 2009 directive issued by the High Commissioner to the staff on geographic diversity and mobility. The High Commissioner has stated clearly that one goal that she has set for herself and the Office in 2009 is to make visible progress in improving the geographical diversity of staff. "We cannot be credible as guardians of universal values when our own profile continues to be unbalanced in terms of geographical representation, despite the concerted efforts of the past year ... My predecessor had put in place useful guidance in this regard, notably through the introduction in October 2006 of a number of measures for improving geographic diversity in the Office. These measures began to bear fruit, showing improvements in the level of representation by some of the targeted countries and regions."[16] The High Commissioner further notes that "...work must be shared by all in locating qualified external candidates from countries and regions requiring improved representation in OHCHR."[17]

24. The Inspector also takes positive note of paragraph 8 of the above-mentioned procedures in which the High Commissioner reminds Programme managers "that the requirements of geographic diversity and gender are also applicable to selections of short-term staff and consultants."

25. On the mobility issue, the High Commissioner has also stressed that the improvement of the geographic diversity will be balanced by "due regard for the expectations of deserving and long serving staff members for career advancement and stability."[18]

26. The Inspector is of the view that in the final selection of staff for recruitment, competence is paramount and, after ensuring that due efforts have been made to identify qualified candidates from countries and regions requiring improved representation in OHCHR, in cases where there are equally qualified candidates preference/priority should be given to candidates with nationalities that are unrepresented or underrepresented. In this respect, the Inspector suggests that new and innovative ways (e.g., United Nations Information Centres, United Nations Development Programme Resident Representatives, local universities, etc.) should be explored in order to encourage potential candidates from unrepresented or underrepresented countries to apply for advertised posts.

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[16] Message from the High Commissioner – Note on Geographic Diversity and Mobility issued on 6 February 2009.
[17] Ibid.
[18] Ibid.

27. The Inspector is of the view that the efforts made by the current High Commissioner and OHCHR should be recognized by the Council as complying with the JIU recommendations on improving geographical diversity.

28. The implementation of the following recommendations, addressed to the High Commissioner and to the Council, should enhance the accountability and effectiveness of the Office and at the same time help the United Nations system to add new avenues to try to resolve the issue of a balanced geographical distribution of staff.

Recommendation 1

The High Commissioner should report to the Human Rights Council, on an annual basis, on measures taken, including specific targets and deadlines set by OHCHR in compliance with relevant General Assembly mandates, to improve geographical distribution of staff and the subsequent implementation and results therein.

Recommendation 2

The Human Rights Council should monitor, on a biennial basis, OHCHR staffing to ensure compliance with the mandates of the United Nations General Assembly.

Recommendation 3

The Human Rights Council should further encourage Member States to promote the selection and financing of candidates from developing countries in the Associate Expert Programme for OHCHR.

Annex I

OHCHR REGULAR STAFF IN THE PROFESSIONAL AND HIGHER CATEGORIES, BY NATIONALITY, GRADE AND GENDER

(as at 31 December 2008)

Country of nationality	Total staff		USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		P-1	
	All	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Albania	1	1														1				
Algeria	2	1									1					1				
Angola	1	0											1							
Argentina	6	3										1	2	1	1	1				
Armenia	1	0													1					
Australia	9	4									2	3	1		2	1				
Austria	5	2									1				1	2	1			
Belgium	4	3											1	3						
Benin	2	0									1				1					
Bolivia	1	0													1					
Brazil	3	1													1		1	1		
Bulgaria	4	1									1		1		1	1				
Burundi	1	1														1				
Cambodia	1	1												1						
Cameroon	3	1											2			1				
Canada	13	5									3	1	3		2	4				
Chad	1	0					1													
Chile	2	0							1						1					
China	5	5												2		2		1		
Colombia	3	2											1	1		1				
Costa Rica	1	0											1							
Côte d'Ivoire	3	0											2		1					
Croatia	2	1												1	1					
Czech Republic	2	2												1				1		
Democratic Republic of the Congo	2	1											1			1				
Denmark	6	2									1		1	2	2					
Ecuador	2	1													1	1				
Egypt	1	0							1											

Country of nationality	Total staff		USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		P-1	
	All	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Equatorial Guinea	1	0									1									
Eritrea	1	1														1				
Estonia	1	0													1					
Finland	3	1										1	2							
France	25	14							1		1	1	3	2	6	11				
Gambia	1	0									1									
Germany	23	13									2		2	7	3	2	3	4		
Ghana	1	1												1						
Guatemala	1	1												1						
Guyana	1	1												1						
Haiti	2	2														2				
India	2	0													2					
Indonesia	1	1														1				
Iran (Islamic Republic of)	2	2							1							1				
Ireland	3	1													2	1				
Italy	19	10									3	2	1	6	5	2				
Japan	7	4									1		1	1	1	3				
Jordan	2	2										1				1				
Kenya	3	2											1			2				
Malaysia	1	1														1				
Maldives	1	0													1					
Mali	2	0									1		1							
Malta	1	1														1				
Mauritania	1	0													1					
Mauritius	1	1																1		
Mexico	6	4											1			1	1	3		
Mongolia	3	1											1	1	1					
Morocco	1	1														1				
Netherlands	5	2									1			1	1		1	1		
Nigeria	3	1										1			2					
Norway	1	1																1		
Paraguay	2	0													1		1			
Peru	5	2									2	1	1			1				

Country of nationality	Total staff		USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		P-1	
	All	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Portugal	3	2														2	1			
Republic of Korea	6	4				1								1	2	2				
Russian Federation	1	0											1							
Saudi Arabia	1	1												1						
Senegal	4	1					1			1	1				1					
Serbia	1	1														1				
Singapore	1	1														1				
Solomon Islands	1	0													1					
South Africa	3	2		1									1					1		
Spain	20	12										2	5	3	3	7				
Sudan	2	0									2									
Sweden	7	6							1					2		3		1		
Switzerland	9	6												1	3	3		2		
Thailand	1	0													1					
Trinidad and Tobago	1	0									1									
Tunisia	2	1									1			1						
Uganda	1	1														1				
United Kingdom of Great Britain and Northern Ireland	10	4							1		2	2	2		1	2				
United Republic of Tanzania	1	1												1						
United States of America	15	6							2		4	1	3	2		1		2		
Uruguay	6	1									1		1		3	1				
Uzbekistan	2	1													1	1				
TOTAL	**317**	**160**	**0**	**1**	**0**	**1**	**2**	**0**	**7**	**2**	**35**	**17**	**44**	**45**	**60**	**75**	**9**	**19**	**0**	**0**

Annex II

OHCHR NON-REGULAR STAFF IN THE PROFESSIONAL AND HIGHER CATEGORIES, BY NATIONALITY, GRADE AND GENDER

(as at 31 December 2008)

Country of nationality	Total staff		USG		ASG		D-2/L-7		D-1/L-6		P-5/L-5		P-4/L-4		P-3/L-3		P-2/L-2		P-1/L-1	
	All	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Argentina	3	1																		
Australia	4	3													1		1			1
Austria	1	1												1	1	2				
Bangladesh	1	0																1		
Belgium	1	0											1							
Benin	1	0															1			
Bosnia and Herzegovina	1	1													1					
Brazil	4	1																1		
Bulgaria	4	4													1		2	1		
Cambodia	1	0												2		1		1		
Cameroon	2	0															1			
Canada	8	5													1		1			
Colombia	1	1											3			4		1		
Cyprus	1	1																1		
Democratic Republic of the Congo	3	1														1				
Denmark	1	1													1		1	1		
Ecuador	1	1																1		
Ethiopia	2	0																1		
France	10	4													2					
Germany	3	3											1	1	2	1	3	2		
Ghana	1	0														2		1		
Hungary	1	1															1			
India	7	3														1				
Iran (Islamic Republic of)	1	1									1			2	2	1	1			
Ireland	2	1												1						
Italy	9	5											1					1		
Japan	1	1									1		2	4	1	1				
																1				

Country of nationality	Total staff		USG		ASG		D-2/L-7		D-1/L-6		P-5/L-5		P-4/L-4		P-3/L-3		P-2/L-2		P-1/L-1	
	All	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Kyrgyzstan	1	1																		
Lesotho	1	1																1		
Liberia	2	1																1		
Malaysia	2	2														1	1			
Mauritania	1	0														1		1		
Mauritius	1	0											1							
Morocco	1	0															1			
Netherlands	1	0											1							
New Zealand	2	1													1					
Nigeria	2	1												1	1					
Pakistan	3	1													1	1				
Peru	1	0											1		1			1		
Philippines	1	1															1			
Portugal	3	1														1				
Russian Federation	2	1													2	1				
Serbia	1	0											1					1		
Sierra Leone	1	0															1			
Singapore	1	1													1					
Spain	2	1														1				
Sweden	4	1													1			1		
Switzerland	5	3									1		1	1	1					
Thailand	1	0												1	1		1	2		
Togo	1	0															1			
Uganda	1	1									1									
Ukraine	1	0																1		
United Kingdom of Great Britain and Northern Ireland	11	7									1		3	3	1	3		1		
United States of America	11	5											1	2	4	2	1	1		
Uruguay	1	0											1							
Uzbekistan	1	1														1				
Viet Nam	1	1																1		

Country of nationality	Total staff		USG		ASG		D-2/L-7		D-1/L-6		P-5/L-5		P-4/L-4		P-3/L-3		P-2/L-2		P-1/L-1	
	All	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Subtotal	142	72																		
Palestine	1	0											1							
Subtotal	1	0																		
TOTAL	**143**	**72**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**5**	**0**	**19**	**19**	**28**	**27**	**19**	**25**	**0**	**1**

Annex III

OVERVIEW OF ACTION TO BE TAKEN BY PARTICIPATING ORGANIZATIONS ON JIU RECOMMENDATIONS

JIU/REP/2009/2

		Intended impact	United Nations, its funds and programmes												Specialized agencies and IAEA												
			United Nations *	UNCTAD	UNODC	UNEP	UN-HABITAT	UNHCR	UNRWA	UNDP	UNFPA	UNICEF	WFP	OTHERS	ILO	FAO	UNESCO	ICAO	WHO	UPU	ITU	WMO	IMO	WIPO	UNIDO	UNWTO	IAEA
Report	For action		☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
	For information		☐	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Recommendation 1		a	E																								
Recommendation 2		a	L																								
Recommendation 3		a	L																								

Legend: L: Recommendation for decision by legislative organ
E: Recommendation for action by executive head
☐: Recommendation does not require action by this organization

Intended impact: **a:** enhanced accountability **b:** dissemination of best practices **c:** enhanced coordination and cooperation **d:** enhanced controls and compliance **e:** enhanced effectiveness **f:** significant financial savings **g:** enhanced efficiency **o:** other

* Covers all entities listed in ST/SGB/2002/11 other than UNCTAD, UNODC, UNEP, UN-HABITAT, UNHCR, UNRWA.